



Marine Forces Reserve Strategic Plan 2007-2012



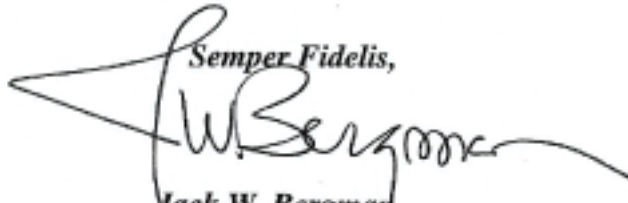


*Commander
Marine Forces Reserve*

Our 34th Commandant acknowledges and recognizes the contribution of our Marines and Sailors of Marine Forces Reserve in his Commandant's Planning Guidance: "Our Reserves have again performed with grit and determination." However, he follows this acknowledgement with an important caveat: "We may have to ask them to do more."

As I travel around our Force, I have found that our Reserve Marines and Sailors intimately understand the cost of protecting our fellow citizens and our way of life and some have even paid the ultimate price. In spite of risk and sacrifices, our Reserve Marines and Sailors continue to volunteer and serve. We must never forget that Marine Forces Reserve continues to provide Reserve units and individuals for active service because of the honor, courage, and commitment of our Reserve Marines and Sailors. So, in all of our actions, like our Commandant, we must all recognize that "Our Marines and Sailors in combat are our number one priority." In keeping with our Commandant's Guidance, Marine Forces Reserve will maintain the highest levels of manning, equipping, training, and readiness and at the same time take care of our Marines, Sailors and their families.

Our Strategic Plan provides the roadmap for Marine Forces Reserve "to do more" as we move into the future. This is the first year of our Plan, and we will continuously evaluate how well we are meeting the objectives in this plan and the wider ends identified in our Commandant's Guidance and other directives. We will then modify our Plan accordingly and step off smartly once again.

Semper Fidelis,

Jack W. Bergman
Lieutenant General, U. S. Marine Corps Reserve

MISSION

Marine Forces Reserve prepares and provides units and individual Marines to augment and reinforce active forces for employment across the complex spectrum of crisis and conflict.

VISION

To be our Nation's premier Reserve component, seamlessly integrating with the active forces, enhancing the operational reach and endurance of the Marine Corps ... always capable of fighting and winning.

Marine Forces Reserve will embolden esprit de corps, provide a quality environment for our Marine family, and maximize the participation and contributions of all who serve.

A Force that is Ready, Relevant, and Responsive.

GUIDING PRINCIPLES

How well we perform, individually and collectively, is a function of the core values and beliefs that shape our behavior. Everything we do supports the mission of the Total Force Marine Corps and honors our proud heritage and tradition. Marines, Sailors, and civilians of the Reserve Community embody all elements of the Marine Corps ethos.

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CORE VALUES

Honor

Demonstrate truthfulness and honesty in all matters
Value unique talents, experiences, and perspectives
Foster teamwork and performance
Demand accountability

Courage

Encourage and reward innovation
Empower all to act decisively
Act with conviction

Commitment

Pursue professional excellence
Cultivate lasting partnerships with our local communities
Respect the special sacrifices of those who maintain two professions

**As a Force, we define ourselves within the context of our Core Values
and these Guiding Principles reflecting the unique Reserve culture.**



CORE COMPETENCIES

... the disciplines essential to accomplish the MARFORRES mission over the long term. Combined with professional know how, reliable processes, and an understanding of our role in the Marine Corps mission, these core competencies provide distinct and lasting advantages.

Organize

Develop, recommend, and refine force structure in order to optimize support to the Total Force.

Man

Recruit, train, and retain a qualified, capable Force which meets the needs of the Total Force.

Equip

Identify and provide readily available resources that fully support our training requirements.

Train

Prepare Marines to think, act, and lead as combined arms warriors, planners, and advisors within MAGTF, Joint, and Interagency environments.

Utilize an optimal mix of live fire training and simulation to train as we fight.

Mobilize/Demobilize

Rapidly recall, muster, verify, provision, and prepare forces and individuals.

Foster a seamless return and reintegration of Marines into their families and civilian communities upon completion of their mission.

Deploy/Redeploy

Execute the timely and efficient delivery of Marines and equipment to their assigned destination.

Affect expeditious return of personnel and equipment in order to support timely reconstitution of capabilities.



CORE ENABLERS

... the common thread within our enablers is sustainment. Each enabler provides and sustains our forward momentum in direct support of each and every Core Competency.

Resourcing

Plan, program, budget, and execute financial resources in support of mission accomplishment.

Base Support

Identify, obtain, and sustain facilities and related infrastructure.

Information Services

Plan and maintain communication networks and information systems that support the Force.

Health Services

Provide medical and dental resources to optimize Force readiness.

Family Readiness and Family Support

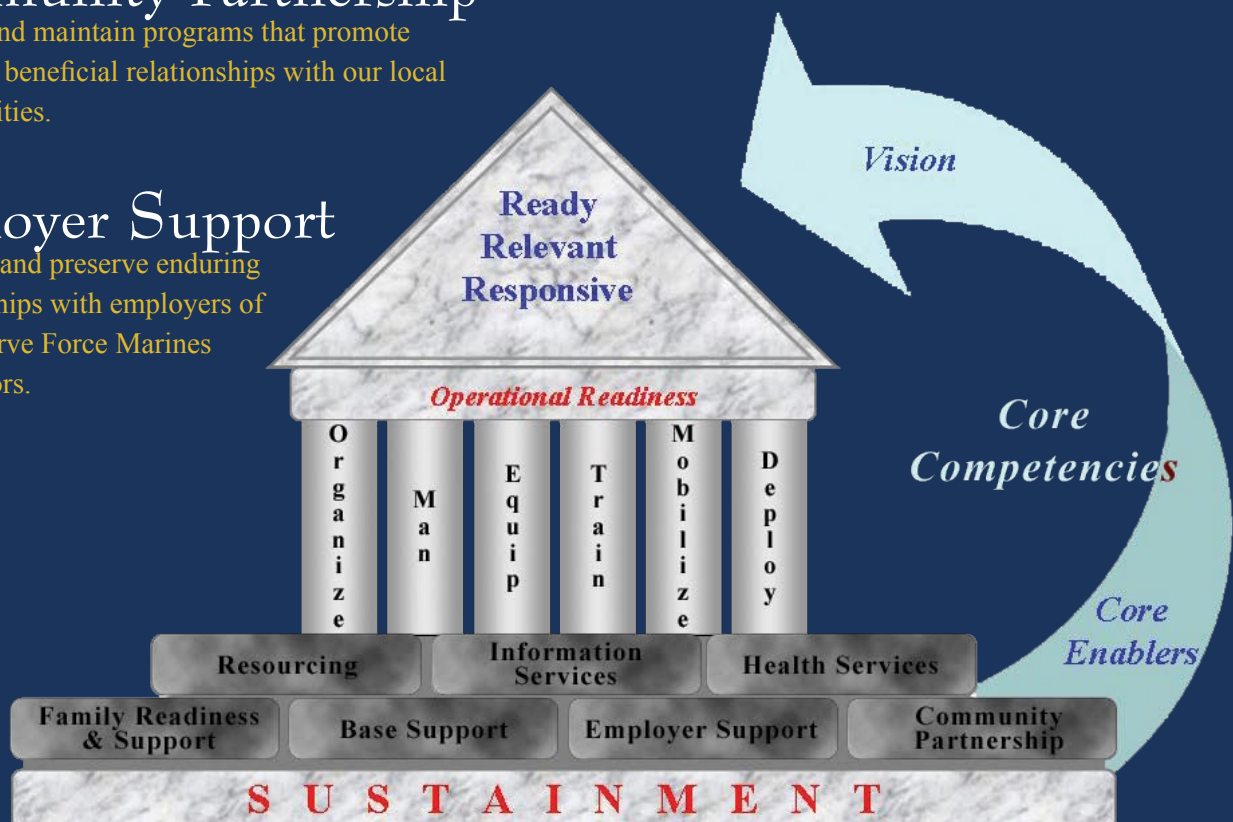
Ensure the well being of Marines and family members regardless of location.

Community Partnership

Initiate and maintain programs that promote mutually beneficial relationships with our local communities.

Employer Support

Develop and preserve enduring relationships with employers of our Reserve Force Marines and Sailors.



STRATEGIC THEMES

... In order to enhance the operational reach and endurance of the Marine Corps, Marine Forces Reserve must possess the right degree and mix of capabilities. This optimal mix must blend force structure, equipment, tactics, techniques, and training and produce a relevant Force ready to respond.



Strategic Goals, Strategies, and Objectives

... In order to ensure that we become the premier Reserve Force, certain indisputable goals must be accomplished. These goals align with our strategic themes and provide us a long term endstate. Each goal is broken down into strategies and objectives.

GOAL 1

Develop and optimize force structure and capabilities of the Reserve Component, multiplying the effect of the Total Force.

Strategy - Establish a Marine Forces Reserve Headquarters staff capability to define, track, analyze, and assess required combatant and generation force capabilities and force structure for Marine Forces Reserve.

Objective - Establish and resource a Force Capabilities Department.

Objective - Develop staff procedures necessary to define required capabilities sufficiently for our Core Competencies.

Objective - Create a standing integrated cross-functional working group to assist in planning implementation of required capability and force structure changes.





Strategy - Define new capabilities and capability concepts.

Objective - Define a revised reserve headquarters organization.

Objective - Maximize the use of shared services by reserve component organizations.

Objective - Define capability and force structure changes necessitated by new capability concepts.

Strategy - Effectively manage change.

Objective - Develop and annually update a Force Capabilities Master Plan.

Objective - Develop Capabilities Implementation Supporting Plans.

Objective - Institute periodic Strategic Plan reviews.

GOAL 2

Actively identify requirements and aggressively pursue resources to attain the highest measure of unit, individual, and materiel readiness.

Strategy - Develop and institutionalize processes to identify and prioritize requirements in direct support of readiness (e.g. DRRS/SORTS/JQRR).

Objective - Establish readiness guidelines and goals.

Objective - Establish a methodology to identify and validate requirements in support of readiness goals.

Objective - Establish a Requirements Oversight Council (ROC) to prioritize requirements.

Objective - Establish a system for tracking and reporting requirements fulfillment.

Strategy - Acquire resources through all conventional and alternative means.

Objective - Effectively advocate for resources.

Objective - Efficiently manage formulation and execution of the MARFORRES budget.



MAN

Strategy - Instill efficient stewardship of resource allocation.

Objective - Establish, document, and enforce management controls for all resource allocation processes.

Objective - Develop and validate all resource allocations using quantitative analysis.

Objective - Efficiently manage MARFORRES manpower allocations and unit staffing priorities.



GOAL 3

Train to the highest measurable standards, emphasizing innovative cost-effective technologies, venues, and solutions which ensure operational readiness and moderate reserve unique characteristics.

Strategy - Advocate and program for a single, service-wide, progressive training and education dynamic that delivers comparable training to Marines.

Objective - Advocate for Distributed Learning in formal curricula and instructional materials.

Objective - Develop and program for maximum opportunities for Reserve Marines to participate in formal schools.

Objective - Develop and program for full integration of Active and Reserve unit-level combined arms training.

Strategy - Develop and execute policies in support of Reserve Component career progression.

Objective - Identify and provide career path options with billet-level prerequisites.

Objective - Ensure compliance with Professional Military Education requirements.

Objective - Define and enforce maximum billet/grade staffing policies.

Strategy - Establish and employ policies, guidelines, and metrics that ensure accurate readiness reporting of Reserve Component elements.

Objective - Link MARFORRES readiness reporting to the man, train, and equip functions.

Objective - Develop and publish MOEs/Metrics that ensure readiness reporting.

Strategy - Ensure training supports OPlans and current operations.

Objective - Develop a biannual MARFORRES training plan.

Objective - Pursue innovative methods to leverage limited resources in support of training.

Objective - Plan for Reserve unit and staff participation in MAGTF-level combined arms training.



Strategy - Support warfighting capabilities development and integration while maintaining readiness.

Objective - Collaborate with MCCDC in the development and testing of doctrine in support of advancing our warfighting capabilities.

Objective - Collaborate with TECOM, MARCORSYSCOM, and NAVAIR in the research, development, testing, and evaluation of technologies, equipment, and systems.

TRAIN

GOAL 4

Optimize the Marine Corps ability to fully integrate the Reserve Component into the Total Force.

Strategy - Pursue greater integration in deliberate planning.

Objective - Invest in MARFORRES staff planning capabilities.

Objective - Participate in Geographic Combatant Commander theater security and operational planning.

Strategy - Advocate policies, guidelines, and procedures to ensure efficient, effective mobilization and demobilization.

Objective - Coordinate with HQMC and supported commands to clarify roles, responsibilities, and relationships throughout mobilization and demobilization.

Objective - Contribute to Force sourcing process improvement, to include Navy personnel.

Objective - Develop and improve mechanisms for assessing mobilization and demobilization processes.

Strategy - Advocate policies, guidelines, and procedures to ensure efficient, effective deployment and redeployment.

Objective - Coordinate with HQMC and supported commands to clarify roles, responsibilities, and relationships throughout deployment and redeployment.

Objective - Contribute to deployment/redeployment support process improvement.

Objective - Develop and improve mechanisms for assessing Force-wide deployment readiness.



MOBILIZE



GOAL 5

Revolutionize our approach to providing support services to sustain and enhance personal, family, and Force readiness.

Strategy - Provide facilities and site-support services to maximize operations, training, and community presence.

Objective - Develop and maintain a dynamic/integrated Force Facilities Master Plan in support of training and readiness requirements.

Objective - Improve processes/mechanisms to support facilities life-cycle management.

Objective - Optimize customer service and advocate on behalf of units.

Objective - Develop and maintain an Environmental Management System to ensure proper stewardship of natural resources while maximizing training opportunities.

Strategy - Employ state-of-the-art, secure, standardized information management, networks, and communications systems.

Objective - Develop, execute, and maintain a dynamic, integrated Information Technology 500-Day Plan.

Objective - Develop information technology systems and processes that promote collaboration, communication, and coordination.

Objective - Develop and implement information technology business process improvements.

Objective - Develop and sustain a user community capable of using state-of-the-art information technology systems.

Objective - Establish appropriate governance on all information technology systems and related processes.

Strategy - Provide personnel services to enhance personal, family, and Force readiness.

Objective - Deliver timely and responsive deployment support to sustain units, Marines, and family members.

Objective - Enhance and integrate Marine and family services programs.

Strategy - Recognize our civilian workforce and provide them the tools to be successful.

Objective - Measure the responsiveness of the civilian recruiting/hiring process and provide recommendations on how to improve.

Objective - Implement Force-wide civilian employee orientation and development programs.

Objective - Implement/utilize effective programs for performance appraisal and reward.

Strategy - Foster and enhance the safety culture at all levels of command through dynamic leadership, education, and accountability.

Objective - Implement a comprehensive safety program with metrics to track, measure, and report success.

Objective - Provide standardized safety education and training.



GOAL 6

Explore and implement new ways to tell the Marine Corps story and project the Marine Corps ethos.

Strategy - Maximize information and outreach to citizenry, civic institutions, employers, and our own Marine family.

Objective - Provide information regarding the Marine Corps Reserve role in the national defense strategy.

Objective - Establish community relations programs that showcase Marines in their communities.

Strategy - Use unique and creative means to build and reinforce the character of Marines.

Objective - Regularly publish CMFR policy, philosophy, and guidance on performance, leadership, and command.

Objective - Utilize history and leadership-oriented Professional Military Education to build a better understanding of the Marine Corps legacy.

Objective - Establish and promote programs to recognize and reward creativity and initiative at every level.





ETHOS

